



Denver Shared Space Project: Call for Applications

The **Denver Shared Space Project** is currently accepting applications to help support the enhanced development of existing and emerging shared office space communities throughout the City and County of Denver.

In 2010, the Denver Shared Space Project accepted applications from groups of organizations who had an interest in pursuing a process to co-locate into to-be-created multi-tenant nonprofit centers. While the Project continues to work with organizations from the first round, in 2012 we invite a second wave of organizations to apply to receive consulting support.

Support for Centers

This call for applications is designed to provide consulting support to existing or emerging multi-tenant nonprofit centers to reach an expanded level of impact and success in 2012. Applications may be submitted by building owners, a master tenant, or a group of nonprofit tenants who are currently sharing space. All applicants must either own, already be occupying, or have signed a lease and be preparing to occupy a building.

Partnering with a team of expert consultants led by Lara Jakubowski of LWJ Consulting, applicants will have the opportunity to work one-on-one with professionals versed in areas such as real estate, financial modeling, nonprofit collaboration, coordinating shared services, and/or community engagement. The consulting services are intended to develop targeted plans in areas which would help the applicant enhance specific areas of their Center's overall function.

Through the application questions and potential follow-up interviews, applicants will be asked to identify the specific area(s) of consulting support that will help optimize their Center. Consultants will work with each Center's team to create a tailored plan specifically addressing areas of that Center's greatest need(s).

Examples of deliverables that may be produced through work with the Denver Shared Space Project consultants include: governance and tenant engagement agreements; marketing plans and lease up; financial projections and modeling for building owners or tenants; enhanced space planning and programming; conservation and sustainability plans; strategic plans to capitalize on points of intersection between tenant programming; community engagement plans; and other supports.

The Denver Shared Space Project may invest in one or more projects depending on the collective interest and need displayed in the applications. Average consulting hours awarded are expected to range from 50 – 100 hours per Center, although a greater or lesser number of hours of support may be awarded at the discretion of the Denver Shared Space Project selection committee.



Background

The **Denver Shared Space Project** is a nationally recognized, public-private partnership that promotes best-practice creation and operation of multi-tenant nonprofit centers in Denver.

Started by the Denver Office of Strategic Partnerships, Piton Foundation, and Urban Land Conservancy in 2009, the Denver Shared Space Project serves as the local resource for information and expertise around shared office space for organizations within the social sector.

The Denver Shared Space Project's goals are:

1. Actively support the creation or optimization of five multi-tenant nonprofit centers by 2015.
2. Provide information, tools, and forums for knowledge-sharing around creation and operation of shared spaces.
3. Streamline City and community resources to realize strategic efficiencies around investment in nonprofit facilities.
4. Create a formal network and learning community of Denver-based multi-tenant nonprofit centers.

Across all these goals, the Project maintains a set of core values that include *affordability* of space, *stability* for tenants, *intentional collaboration* between organizations, and *energy efficient* facilities.

The Shared Space Project believes that when organizations with a social mission office together, share back office functions, and plan for more intentional collaboration, we see that:

- **Nonprofit resources are maximized** by finding occupancy and operating efficiencies through space and service sharing
- Nonprofits have **greater community impact and mission fulfillment** because of new intersections between programs and services
- Community members have **improved access** to a range of organizations, reducing barriers to engaging in multiple programs that may meet a variety of their needs
- Shared space facilities can serve as **strong community anchors** and provide a robust set of services and culture that add to a **vibrant neighborhood infrastructure**
- **Grant dollars and other resources go further** by supporting multiple organizations on each shared space facilities project



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Applicant Eligibility:

Applicants should be comfortable with and able to agree to the following characteristics of and criteria for the Denver Shared Space Project:

- All properties will be in the City and County of Denver.
- All tenants should have a social mission and a commitment to a shared space framework.
- Centers should be a majority (51%) nonprofit organizations (though government and for profit may also be included) or working toward being a majority of nonprofit organizations.
- Centers should include a minimum of four organizations or have space available to grow to include a minimum of four organizations.
- If the applicant is not a building owner, all applicants in the project must have a minimum of 18 months remaining on their lease in the building. The exception is a center which is designed to serve as an incubator or co-working space for organizations that may have a membership structure, rather than leases.
- Applicants should share the values of the Shared Space Project for centers, including a focus on intentional collaboration between tenants, affordability and stability for tenants, and a desire to work toward environmental sustainability.

Those eligible to apply include:

- Building owners who currently have multiple nonprofit tenants
- Building owners who currently have a nonprofit tenant and are interested in leasing to more nonprofit tenants
- A tenant with a long term master lease who currently sub-leases to multiple nonprofit tenants
- A tenant with a long term master lease who is either a nonprofit themselves or sub-leases to a single other nonprofit and is interested in sub-leasing to more nonprofit tenants
- A group of tenants in a building with long term individual leases, the majority of whom are nonprofits, who are interested in working more closely together

The Denver Shared Space Project may select one or more projects to receive support, depending on collective need displayed in applications and merit of the applicant projects.

Application Submission

Please direct any questions to Dace West at dace.west@denvergov.org.

Applications are due by **5:00 p.m. on January 27, 2012**. Please submit via email to Dace West at dace.west@denvergov.org or mail to Denver Office of Strategic Partnerships, 201 West Colfax Avenue, #701, Denver, CO 80202.



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**Denver Shared Space Project
Cohort Application**

Center Name _____

Center Address _____

Name of Lead Applicant _____

Email of Lead Applicant _____ Phone of Lead Applicant _____

Context: Center Description and Background

1. Describe your Center. How long has it been in existence? Does it have a specific focus or theme? How many people are served out of your Center each year?
2. Describe your own relationship to and role in the Center. Are you the building owner, a master tenant, a group of tenants?
3. Where is your Center located? Please describe the surrounding community.
4. Who are the tenants in your Center and what programs or services do they provide in the community?
5. What is the level of current collaboration among the entities in your Center.
6. Are your building owner, landlord, and/or tenants aware of this application? Are they supportive?
7. Describe the current revenue generation model for your Center.
8. Describe your commitment to the values of the Denver Shared Space Project.



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Applicant Request and Projected Impact

9. Please indicate which of the following areas your Center might have an interest in receiving support.

Community Assessment or Engagement

- Analysis of community needs and assets in areas surrounding your Center
- Development of a community engagement process to help inform appropriate tenant recruitment or Center programming

Tenant Organizations

- Analysis of shared space needs and/or space planning and programming to enhance use of your shared space
- Analysis of shared service interest and opportunities and support in creating a plan around your shared services
- Analysis of and support in creating a plan around program collaboration opportunities or development of joint center activities and programming
- Financial capacity and budget projections relating to occupancy costs for tenant organizations
- Creation or refinement of documents designed to govern interaction between tenants in the shared space
- Assistance developing a plan around environmental sustainability, including conservation behavior audit and development of policies to promote sustainability goals

Building Owner/Master Tenant

- Analysis of and/or plan to enhance marketability of space
- Assistance determining tenant benefits and/or membership structures
- Financial modeling and assistance setting cost structures
- Outreach and marketing for tenant recruitment
- Assistance in identifying opportunities to improve energy efficiency and environmental sustainability practices

10. In the two areas you would prioritize as most needing support, please detail your Center's need in these areas and the specific desired results you would like to see from consulting support.

11. How would consulting support in these two areas enhance or optimize your Center's performance as a shared space?

12. What would the impact of receiving these consulting services be to the tenants in the Center?

13. What would the impact of receiving these consulting services be to the community your Center serves?

14. Please detail any expertise your team members may already have in the area(s) in which you are requesting support.



Logistical and Background Information

15. Do you have any matching resources you can bring to the project, either cash or in-kind? If yes, please describe.
16. When would you be ready to begin the project? Are there any time constraints or issues we should know about that would impact your ability to complete this project in 2012?
17. Who will be involved in this project? For each organization involved, please list:
 - Name of organization and brief description
 - Name, title, email, and phone number of primary contact
 - Brief bio of team members who will be involved from the organization
 - Organization budget size and number of staff
 - How long the organization has been in the building, how long they plan to be in the building, and when their lease ends (if relevant)